



INNOVATION
PATIENT-CENTRED
GLOBAL
CARE TRANSITIONS
HOSPITAL WITHOUT WALLS



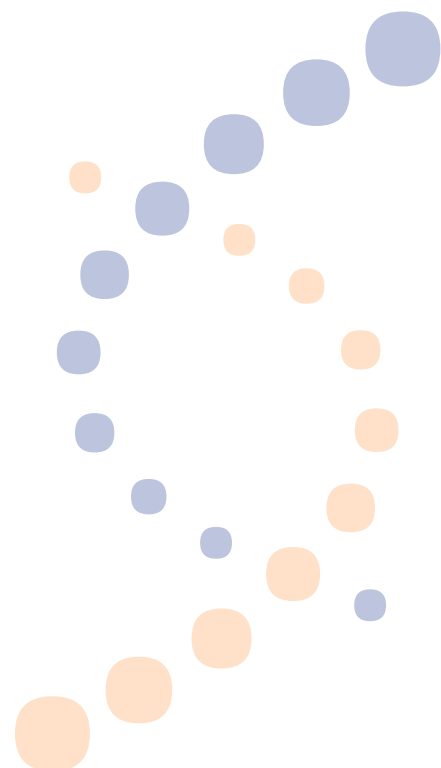
Health Sciences North
Horizon Santé-Nord

STRATEGIC PLAN
2013-2018



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A Message from Health Sciences North Leadership



At Health Sciences North, being a part of change is not good enough. We want to lead change and we are starting within our own institution. We have begun a transformation within HSN that challenges us to re-examine and re-invent what we do and how we do it. Understanding the world around us and then aligning our resources to meet these priorities is the culture of innovation now being created within our walls and beyond.

Changing the way we think about health care delivery will not be easy. There are many cultural, technological, economic and provider-centric underpinnings that we need to consider. But our destination is clear. So is our inspiration – meeting the needs of patients. As the largest health care institution in the north, we believe our impact can extend to not only our patients, but to others across our province and country.

A handwritten signature in black ink, appearing to read "Russell Boyles".

Russell Boyles
Board Chair



Health Sciences North is in the business of health. Our clients – patients and families – come to us to recover their health. Care – be it in the form of diagnosis or treatment – is the intervention we use to conduct our business.

It is essential that everyone at HSN understands and adopts this approach. Almost 90 per cent of health determinants today are environmental, behavioural and social in nature. If we look at our current health system, it is not designed to effectively change or influence these health determinants. This fact is even more compelling when we consider our most vulnerable patient population – children.

Over the next five years, HSN will re-design itself to be a hospital “without walls.” We will reach out to meet the needs of our community beyond the system’s traditional service delivery. The result will be a true patient-centred system that is aligned and tailored to each individual’s health needs.

A handwritten signature in black ink, appearing to read "Denis Roy".

Dr. Denis Roy
President & CEO



Our Mission, Vision and Values

Our Mission

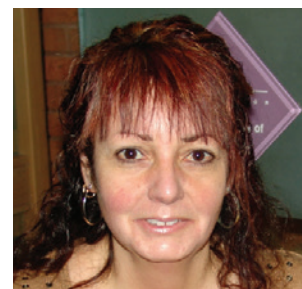
Improve the health of northerners by working with our partners to advance quality care, education, research and health promotion

Our Vision

Globally recognized for patient-centred innovation

Our Values

Excellence, Respect, Accountability, Engagement



"I feel that the new direction the hospital has embarked on is a positive and beneficial one."

Michelina Battaglini,
Staff Member



Our Foundational Drivers

The starting point must always be the patient. Our patients' care experiences will drive our actions, decisions and priorities. Our models of care, our system designs, our process improvements will be driven by our patients' needs. Our successes will not be seen as an end point, but rather, a starting point to build upon. As we constantly challenge ourselves to improve what we do, our drivers will be:

- Quality and safe patient-centred care
- Advanced research and education
- Enduring improvement
- Accountability to all



"I bring an eagerness to see our hospital become one of the best in every way. Patients bring an important perspective to health care providers, reminding them of how scared and overwhelmed we can feel in the system."

Bonita Georgekish,
Patient and Member of the CEO
Patient and Family Advisory
Council



Our Strategic Priorities

Health Sciences North has three Strategic Priorities:

Excellence in Evidence-Based Care

Innovators

Leaders in Care Transition

Each strategic priority has associated goals that are aligned with our business plan. These goals will provide the necessary focus for our institution to successfully achieve our priorities over the next five years.

STRATEGIC PRIORITY:

Excellence in Evidence-Based Care

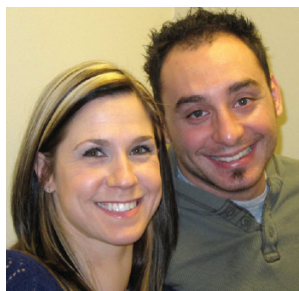
We will lead in the provision of high-value, cost effective and efficient patient-centred care. We will do this by:

1. Delivering reliable and safe care where adherence to evidence-informed practice is what we do every day.
2. Integrating systems-thinking into the design of delivery systems of care to produce sustainable results.
3. Leading performance in the experience of care of our patients.



"I work with our front-line staff who are embracing and applying our mission of innovative care, research and teaching and it is improving the care we are giving our patients."

Dr. Chris Bourdon,
Chief of Staff and Vice President
Medical and Academic Affairs



"The care that happens at HSN is real and it is about us. The right team is in place to provide the right care for our family."

Melissa and Robert Pare,
Parents of a Pediatric Patient



"HSN is setting a path to create a hub of health excellence in the North. Not only is this exciting, it is also of tremendous benefit to the patients and communities we serve. We are pleased to support an innovative and patient-centred vision."

Cliff Richardson,
President, Volunteer Association



"HSN has evolved into a dynamic health organization expanding into new realms. It is exciting to witness these new endeavors in teaching, treatment, technology and research. As well, we continue to improve our methods with evidence-based practice, and an even greater focus on quality of care."

Deborah Fildes,
Board Member

STRATEGIC PRIORITY:

Innovators

We will advance our commitment to new or altered innovative health care solutions to improve health care quality. We will do this by:

1. Supporting the design and adoption of innovation in service delivery and technology.
2. Building a culture of academic engagement that attracts and retains top talent in the North.
3. Adding knowledge to the global community that will change how health care is designed and delivered.



"Necessity has driven innovation – we really are thinking about prevention versus the acute episode of care."

Mark Hartman,
Vice President,
Northeast Cancer Centre



"HSN is evolving into an academic health sciences centre. We are beginning to see real signs of this. We are taking distance out of medicine by applying innovative ideas, technology and techniques. Our work can and will have global impact."

Dr. Kevan Saidi,
Surgeon



"There is a real opportunity for us here in the North to make a significant contribution to research so we can improve and save the lives of many people in our community and beyond."

Dr. Francisco Diaz-Mitoma,
Vice President Research,
CEO AMRIC



"Our evolution as an academic health sciences centre has created a knowledge sharing environment for HSN staff and medical learners, resulting in innovative approaches to quality patient care."

David McNeil,
Vice President Clinical Programs
and Chief Nursing Officer

STRATEGIC PRIORITY:

Leaders in Care Transition

We will be leaders in re-designing systems to enhance the delivery of patient-centred care across the continuum of care. Our goal is to create a hospital “without walls” where patients receive the care they need, where and when they need it. We will do this by:

1. Creating and translating our knowledge into best practice to improve the quality, safety and care transition of our patients within our walls and beyond.
2. Engaging our patients and our providers in the re-design necessary to facilitate seamless care delivery.
3. Leveraging funding reform to enable system re-design that makes care transition a priority.



“Without the amazing team of specialists and staff at HSN, I wouldn’t be here today. I’m behind them 100 per cent!”

Lionel Rudd,
Patient and Member of the
CEO Patient and Family Advisory
Council



“Health care in the future will need to be more integrated. It’s about providing care across the continuum without “walls”. That is the change HSN is leading.”

Mike McCann,
Board Chair Elect



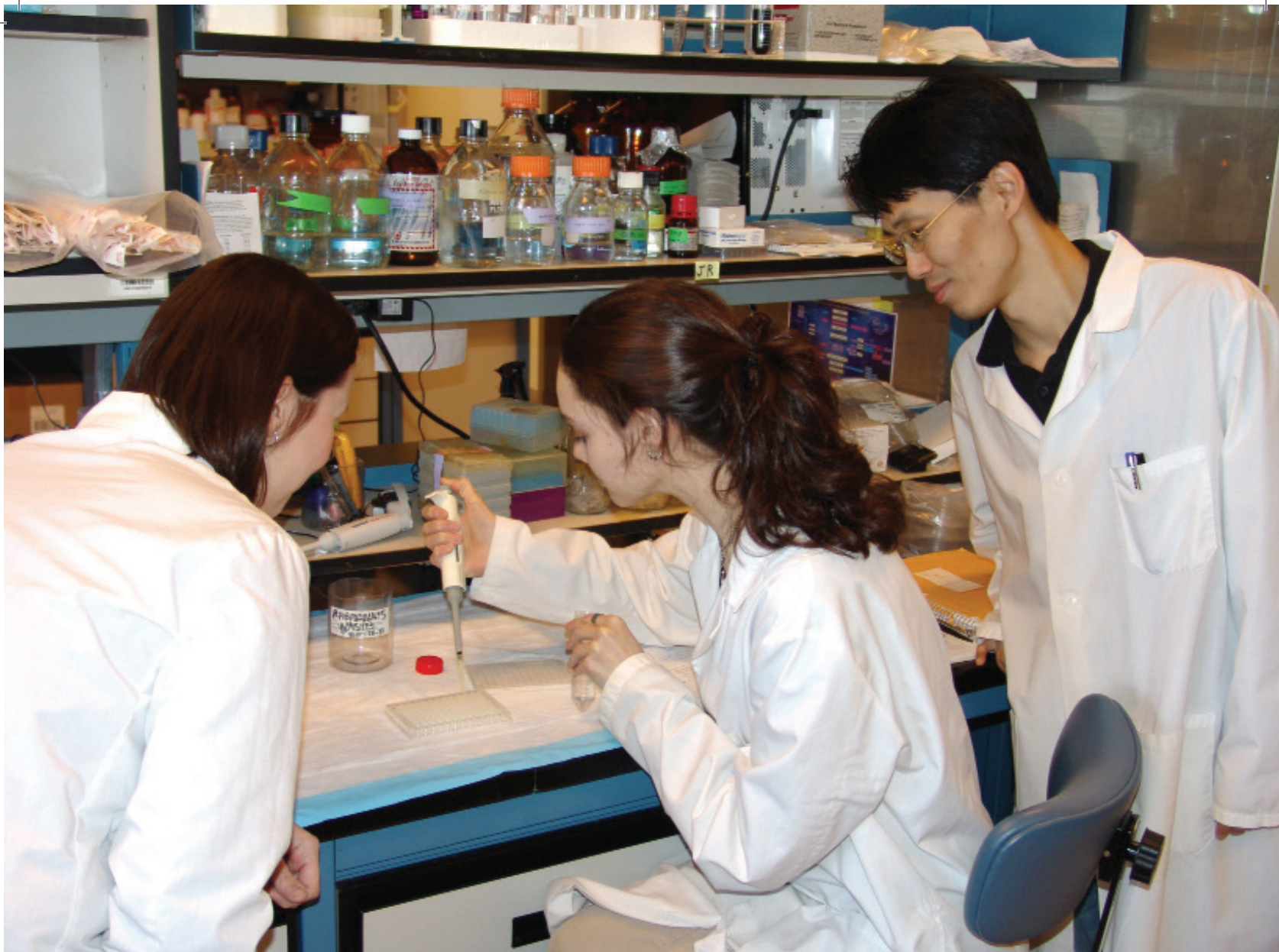
“We will need to use a systems thinking approach to develop a culture of continuous improvement that will support improved accountability and rigor for the care we provide... and we’re very excited by this.”

Debbie Barnard,
Director, Quality and Patient Safety



“The patient journey is not just the acute episode – it’s so much more than that. We’re really starting to look at how we can support the patient journey along the full continuum of their care.”

Joanne Guizzo,
Manager



Our Research Mandate

Health Sciences North's research mandate will lead an evolution of change for northern Ontario over the coming years. Our research institute will create a community that brings together researchers, clinicians, regional partners and industries to help foster the creation and dissemination of promising therapeutics targeting the health priorities of the north. It's the way we bring together what we do that makes us unique: The northern recipe for success.



"Clinical studies and medical research are a vital component of health care. Without such research, we'd be flying blind. My treatment in Sudbury has been positive and my condition continues to improve thanks to the outstanding work performed at HSN."

Amanda Deforge,
Patient



Our Teaching Mandate: HSN's Simulation Lab in Action

Health Sciences North's new Simulation Lab is fully aligned with our foundational drivers as learners train in advanced life-saving skills and procedures for patients of all ages. HSN is committed to providing care across the continuum of age from pediatrics to geriatrics and our Simulation Lab clearly supports that commitment.



"HSN is a crucial component in our growing health research cluster in northeastern Ontario. Through our collaborative work involving the hospital, our more than 20 health programs from undergraduate to PhD levels including the Northern Ontario School of Medicine, and with other health and education service providers, we are together strengthening the foundations of health education and research for the future."

Dominic Giroux,
President, Laurentian University



"From the beginning, HSN has been a key contributor to the success of NOSM's model of innovative education and research and HSN's new vision speaks to an exciting future of world leading health care, education and research for all of Northern Ontario."

Dr. Roger Strasser,
Dean, Northern Ontario
School of Medicine



Pediatric Centre of Excellence

Health Sciences North's Pediatric Centre of Excellence will provide children, youth and their families the benefit of expert health care within the region. The Centre will offer a wide range of vital health care services, bringing care closer to the children and families of northeastern Ontario. The Centre will consolidate all pediatric services to provide a truly patient-centred experience.



"We cannot forget the importance of the youngest health care users - our children and youth. Evidence-based, research driven and quality focused care must be at the cornerstone of how we will lead in the delivery of pediatric care at HSN."

Dr. Sean Murray,
Medical Director,
Family and Child Program



Our Framework for Success: Accountability at All Levels

Health Sciences North is rigorously aligning and deploying its strategic and operating business plans. We are building an operational infrastructure that connects our strategy to tactical execution and accountability with sustained results. We have recognized the importance of building this infrastructure using all of the puzzle pieces necessary to create a full picture for all of our stakeholders.



"We have outlined an ambitious strategic plan. Our success requires that we establish a rigorous business performance methodology that ensures alignment with our strategic initiatives. And we are definitely prepared to take on that challenge."

Joe Pilon,
Senior Vice President
and Chief Operating Officer



Alignment with Our Partners

Health Sciences North's 2013-2018 Strategic Plan reflects the course of our national, provincial and regional health care policy landscape. Our priority of creating an innovative hospital "without walls" that focuses on the continuum of care from the patient's perspective is aligned with the Ontario Action Plan for Health Care and the North East Local Health Integration Network's Strategic Plan.



"Boards have the important role of helping to develop key relationships for the organization that will break down silos and further develop the health system we all need."

Elaine Pitcher,
Chair, North East LHIN Board



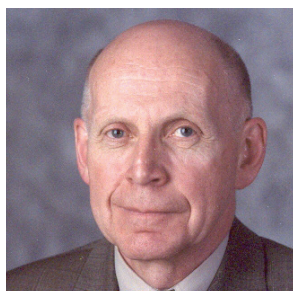
"In this time of health system transformation, it has never been more vital for all partners to work together to create a continuum of care for our patients, caregivers and families. We value the close relationship we have forged with HSN."

Richard Joly,
CEO, North East Community Care Access Centre



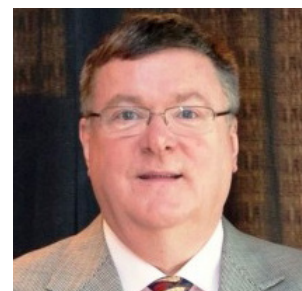
Thank You to Our Contributors

Health Sciences North sincerely thanks everyone who contributed to the development of our 2013-2018 Strategic Plan. With your continued support, we will be successful in creating an institution devoted to patient-centred care and innovation.



"With the help of our donors, partners and volunteers, Health Sciences North Foundation is proud to support exceptional health care, build state-of-the-art facilities, purchase innovative equipment and advance life saving research, all of which impact the health of our community and beyond."

Jim Corless,
Chair, Health Sciences North
Foundation



"HSN's new focus on research will lead to better patient outcomes. The new focus on patients will lead to better patient experiences. It is a sound strategic direction that will benefit the health of all northerners."

Jim Marchbank,
Chair, Northern Cancer Foundation



WE ARE ALL PART OF THE JOURNEY

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